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Green Organizational Culture, Green Innovation, And Environmental Performance: A Bibliometric Analysis

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Abstract

Green Organizational Culture (GOC) plays an important role in shaping environmentally friendly behavior within organizations, although previous research has reported mixed findings regarding its influence on performance. This study aims to describe the development of GOC research from 2021 to 2026 using a bibliometric approach. Data were collected from Google Scholar through Publish or Perish, resulting in 200 documents that were analyzed using VOSviewer. The analysis examined publication trends, citation patterns, keyword co-occurrence, thematic development, and research opportunities. The results indicate a substantial increase in GOC publications during the last two years, particularly in 2025 and 2026. The keyword co-occurrence analysis reveals five thematic clusters covering green innovation, organizational culture and employee behavior, leadership and performance, sustainability, and green human resource management (GHRM). Organizational culture emerges as a central theme connecting these research areas. The findings also identify several topics, including green competency, green organizational citizenship, job satisfaction, and employee green behavior, that remain relatively underexplored in relation to green culture. These findings provide an overview of research trends and potential directions for future studies while helping practitioners understand the development of GOC research and its connections with environmental sustainability and organizational performance.

Keywords: ***bibliometric analysis; green organizational culture; green innovation; environmental performance***

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INTRODUCTION

Sustainability has increasingly become a fundamental component of organizational strategies, rather than merely serving as a supplementary initiative. This development is driven by growing demands from governments, consumers, investors, and international standards (Alrifae, 2026). The implementation of sustainability is not solely determined by organizational policies and technological advancements but is also influenced by employees' everyday practices, including energy conservation, paper reduction, and proper waste segregation (Sagala, 2026). These practices can be maintained over time when they are embedded in shared organizational values and working habits, which constitute a green organizational culture. In Indonesia, however, numerous companies continue to prioritize short-term economic objectives, contributing to persistent environmental degradation (Atika & Simamora, 2024), Meanwhile, industries such as mining, textiles, and halal manufacturing are increasingly required to align their operations with environmentally sustainable standards (Nugraha et al., 2022; Rahmat et al., 2024; Siburian & Sugiarto, 2022)

Green Organizational Culture (GOC) refers to a set of beliefs, values, norms, and symbols associated with environmental responsibility that influence the attitudes and actions of organizational members (Feriyanto et al., 2025). This concept is also widely recognized as a culture of sustainability. Its implementation can be reflected in relatively straightforward organizational activities. For instance, in the bauxite mining industry, environmental awareness is demonstrated through initiatives encouraging employees to conserve water and electricity in office environments, as well as through land reclamation activities at mining sites. Nevertheless, the implementation of these practices has not yet been fully optimized (Siburian & Sugiarto, 2022).

The development of Green Organizational Culture does not occur independently, as it requires organizational mechanisms that support the internalization of environmental values. One of the contributing factors is Green Human Resource Management (GHRM), which refers to the integration of environmental considerations into human resource functions, including recruitment, employee training, performance evaluation, reward systems, and employee participation (Alrifae, 2026; Kusumawardani et al., 2025). These practices contribute to the development of environmentally responsible employee behavior (Ababneh, 2021; Ahmad et al., 2022; Li et al., 2023) and improvements in environmental performance (Doghan, 2024), thereby supporting the establishment of a green organizational culture. An example can be observed at PT Pelindo III, where the implementation of Green Human Resource Management includes the development of green port initiatives, paperless policies, and a reward system through the accumulation of STAR points that are subsequently incorporated into annual bonuses. Such initiatives encourage employees to consistently adopt environmentally conscious practices as part

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of their organizational culture (Wijonarko & Amaliyah, 2023) Nevertheless, human resource management initiatives alone do not necessarily ensure the achievement of organizational objectives. Research conducted at the Surabaya Environmental Agency indicates that Green Human Resource Management encourages environmentally responsible employee behavior but does not directly influence employee performance (Kusumawardani et al., 2025). This finding highlights the importance of organizational culture as an intermediary element in translating management practices into organizational outcomes.

Green Organizational Culture is frequently associated with the development of green innovation and the enhancement of organizational performance. Previous studies have demonstrated that green culture contributes to organizational performance, both through direct relationships and indirect mechanisms involving green innovation and environmental performance (Imran et al., 2021; Vanapalli et al., 2021; Yousaf et al., 2025). In operational contexts, the adoption of green values encourages organizations to minimize energy consumption and utilize available resources more efficiently (Helena Bulinska-Stangrecka and Anna Bagieńska, 2021). Furthermore, green organizational culture strengthens the relationship between employee motivation and the adoption of environmentally responsible workplace practices (Rosyanti et al., 2023). Beyond influencing employee behavior, green culture also serves as an important mechanism connecting leadership approaches and human resource management practices with improvements in corporate environmental performance (Aggarwal & Agarwala, 2023; Rizvi & Garg, 2021).

Despite the significant contribution of Green Organizational Culture to promoting environmentally responsible behavior and supporting organizational performance, findings from previous studies have not demonstrated consistent results. (Feriyanto et al., 2025) reported that green culture encourages environmentally conscious employee behavior however, this influence does not necessarily translate into improved employee performance. In contrast, (kustianti & Murwaningsari, 2023) identified a positive relationship between green organizational culture and corporate performance. These contrasting findings indicate that the interactions between green organizational culture, employee behavior, and organizational performance remain insufficiently established and warrant further investigation.

This study seeks to examine the evolution of research concerning Green Organizational Culture (GOC) through a bibliometric approach. The analysis concentrates on publication trends, highly cited publications, and the progression of research themes to identify potential research gaps, emerging topics, and opportunities for future investigation. The findings are expected to provide valuable insights for academics in identifying unexplored research areas while offering practical perspectives

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for organizational practitioners regarding the development and future direction of Green Organizational Culture research.

LITERATURE REVIEW

Organizational Culture

Organizational culture is a collection of values, beliefs, and norms that are collectively embraced by members of the organization and serve as a guideline in shaping their attitudes and behaviors (Feriyanto et al., 2025). In sustainability studies, (Atika & Simamora, 2024) Classify corporate culture into four categories, namely clan, adhocracy, hierarchy, and market. Based on the analysis of 68 company observations listed in the SRI KEHATI index, it was found that the low level of clan culture and high hierarchy and market culture were related to the better quality of sustainability reports, while the culture of adhocracy did not show a significant influence. In addition to being related to the company's sustainability practices, organizational culture is also related to the achievement of external results, such as the level of customer satisfaction with micro, small, and medium enterprises (MSMEs) products (Loso Judijanto et al., 2024).

Green Organizational Culture

Green Organizational Culture (GOC) is an organizational culture that instills concern for the environment by encouraging employee involvement in environmentally friendly actions and creating conditions that support the emergence of ideas and collaborations to minimize the negative impact of company activities on the environment (kustianti & Murwaningsari, 2023). (Rosyanti et al., 2023) Organizational culture is reflected through the mindset and actions of employees. This culture can be categorized as a green culture when the values embraced by the organization are not solely oriented to economic profits, but also prioritize the implementation of environmentally responsible practices. In the literature, this concept has various mentions, including environmentally friendly culture and sustainability culture (Tahir et al., 2019), in (Feriyanto et al., 2025). (Alrifae, 2026) explained that GOC plays a role in instilling values, norms, and work routines that are in line with sustainability principles. Meanwhile, (Scott, 2026) placing the GOC alongside Green Human Resource Management (GHRM), a green psychological climate, and leader support as part of the organizational environment can influence the strength or weakness of the relationship between green leadership and employee behavior. Thus, the GOC not only reflects the organization's commitment to environmental sustainability, but also becomes the foundation that influences the application of those values in daily work activities.

Green Human Resource Management

Green Human Resource Management (GHRM) is a human resource management approach that integrates environmental conservation principles into various management

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functions, including recruitment processes, training, performance evaluation, awarding, and employee involvement in organizational activities (Alrifae, 2026). (Roscoe et al., 2019) placing GHRM as a driver of the formation of a green culture (Alrifae, 2026). Placing GHRM as one of the factors that drive the formation of a green organizational culture. This approach allows environmental values to be integrated into employee management policies and practices so that they can be applied consistently in operational activities.

The application of GHRM can be found in various industrial sectors with different characteristics. At PT Pelindo III, this practice is realized through a paperless policy, the application of the green port concept, and the awarding of Star awards accumulated with annual bonuses. These various policies are directed to form the mindset and habits of employees who care more about the environment (Wijonarko & Amaliyah, 2023). In the bauxite mining industry, the implementation of GHRM is still not comprehensive, but efforts to develop environmentally friendly behavior have been carried out through aspects of recruitment, training, compensation, organizational culture, and performance management (Siburian & Sugiarto, 2022). In addition, the provision of green compensation and rewards in financial and non-financial forms has been proven to increase employee involvement in supporting sustainability practices (Kusnawan et al., 2025). In the halal industry, GHRM is used to develop environmentally oriented employee competencies while strengthening sustainable leadership (Rahmat et al., 2024), As for educational institutions, their implementation still faces various limitations, such as lack of resources, low awareness of environmental issues, and lack of strong policy support (Ginanjar et al., 2026).

However, the implementation of GHRM does not always result in direct performance improvements. Research at the Surabaya Environment Agency shows that GHRM has a significant influence on employees' eco-friendly behavior, but it does not show a direct influence on their performance. The influence on performance is only seen when the implementation of GHRM is supported by transformational leadership (Kusumawardani et al., 2025). These findings show that the success of GHRM is not only determined by human resource management policies, but also influenced by other organizational factors that support its implementation. Therefore, green organizational culture has the potential to be an important aspect in strengthening the internalization of sustainability values and encouraging consistency of environmentally friendly behavior in the work environment.

Green Culture, Green Innovation, and Performance

Previous research findings show that the relationship between Green Organizational Culture (GOC) and performance still shows mixed results. Research on millennial employees in the Food and Beverage (F&B) industry shows that green culture

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has a significant influence on the implementation of green practices and plays a role in moderating the relationship between green motivation and these practices (Rosyanti et al., 2023). The results of research on non-financial companies listed on the Indonesia Stock Exchange (IDX) also indicate that green culture has a positive influence on company performance (kustianti & Murwaningsari, 2023). However, different results were found in the teak furniture industry (Feriyanto et al., 2025) revealed that GOC has a direct negative influence on employee performance, but a positive influence can be formed through Organizational Citizenship Behavior for the Environment (OCBE), which is employee voluntary behavior that supports environmental sustainability. Meanwhile, (Imran et al., 2021) found that green innovation and environmental performance play a full mediator in the relationship between GOC and organizational performance. The findings suggest that the contribution of green culture to performance can depend on intermediary mechanisms that link environmental values to organizational outcomes (Feriyanto et al., 2025).

In addition to organizational culture, a number of studies identified other factors that contribute to sustainability and company performance. In batik small and medium enterprises (SMEs), the implementation of the circular economy has been shown to mediate the relationship between Green Human Resource Management (GHRM) and sustainability performance, while pro-environmental behavior does not show a significant mediating role (Salsabila & Riani, 2026). There is a textile industry, eco-friendly product design and internal environmental management contribute to organizational performance, with trust acting as a moderator variable (Nugraha et al., 2022). Research on green intellectual capital also shows different results based on its dimensions (Fitri et al., 2022), found that only green relational capital has an effect on the sustainability of SMEs. In contrast, research on industrial companies listed on the IDX shows that green human capital, green structural capital, and green relational capital have an effect on sustainable competitive advantage, although environmental awareness has not been shown to significantly moderate these relationships (Solihin et al., 2023). Overall, these findings indicate that the achievement of sustainable performance involves a variety of interrelated factors, so the influence of green management culture and practices needs to be understood by considering the organisational context as well as the underlying mechanisms.

Green Leadership and Green Behavior

Green leadership plays a role in translating the organization's environmental policies into behavioral guidelines that employees apply in their daily work activities (Scott, 2026). Green transformational leadership has been proven to have a significant effect on pro-environmental behavior in batik SMEs (Salsabila & Riani, 2026) and

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strengthening the relationship between GHRM and employee performance in the public sector (Kusumawardani et al., 2025). However, the role of green behavior mediation showed mixed results, which were significant in the study (Feriyanto et al., 2025), but not significant on (Kusumawardani et al., 2025) and (Salsabila & Riani, 2026).

Research Method

This study applies bibliometric analysis with a qualitative descriptive approach to examine the development of research on Green Organizational Culture (GOC) during the period 2021–2026. The analysis is focused on the development of the number of publications, articles with the highest number of citations, grouping of research themes, and identifying research opportunities that can be developed in the future.

Data collection was carried out by using Publish or Perish as a tool to search for scientific publications. The data collection process was carried out on October 5, 2026 using the keyword "Green Organizational Culture". The search was limited to journal sources with a publication year range of 2021–2026. The search results resulted in 200 articles relevant to the research topic. The articles consisted of 3 publications in 2021, 7 publications in 2022, 21 publications in 2023, 26 publications in 2024, 72 publications in 2025, and 69 publications in 2026. Citation data was obtained from the Cites column in the search results. For the analysis of citation rankings, this study specifically used 33 documents whose titles discussed green organizational culture. Meanwhile, bibliometric mapping uses all 200 documents that have been collected. All data is then stored in RIS format so that it can be further processed using the VOSviewer software.

VOSviewer is used to produce three types of visualizations, namely network visualization that describes the interrelationship of term occurrences, overlay visualization that shows the distribution of terms based on the average year of publication, and density visualization to show the level of occurrence of terms in research documents. The analysis settings include the type of analysis, the unit of analysis, the calculation method, the minimum threshold for the occurrence of terms, and the number of terms displayed. The results of the visualization are then used to identify the group of themes, the tendency of topic change over time, and terms that are still relatively rarely studied. This mapping procedure refers to (van Eck & Waltman, 2010).

DISCUSSION

Based on the data that has been found through the publish and perish database with a publication period of 2021-2026 (6 years) which is then processed using VOSviewer software, the following are the results of data processing that the researcher has found.

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Table 1. Green Organizational Culture Publication Trends in 2021-2026

Year	Documents	Total Citations	Citations per document
2021	3	72	24,0
2022	7	95	13,6
2023	21	192	9,1
2024	26	192	7,4
2025	72	164	2,3
2026	69	0	0,6



Figure 1: ***Green Organizational Culture Publication Trends in 2021-2026***

Figure 1 presents the number of documents on green organizational culture per year from the Publish or Perish search results on Google Scholar. In 2021, 3 documents were found, 7 in 2022, 21 in 2023, and 26 in 2024. The number jumped to 72 documents in 2025, then 69 documents in 2026 whose data was only collected until October 5, 2026. This graph shows that green culture studies grew slowly in 2021-2024 and have only been crowded in the last two years, as 141 out of 200 documents were published in 2025-2026. The average citation per document dropped from 24.0 (2021) to 0.6 (2026), but this is natural because the newly published documents have not had time to be cited. All

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documents are then analyzed with VOSviewer and generate a map in the following image.

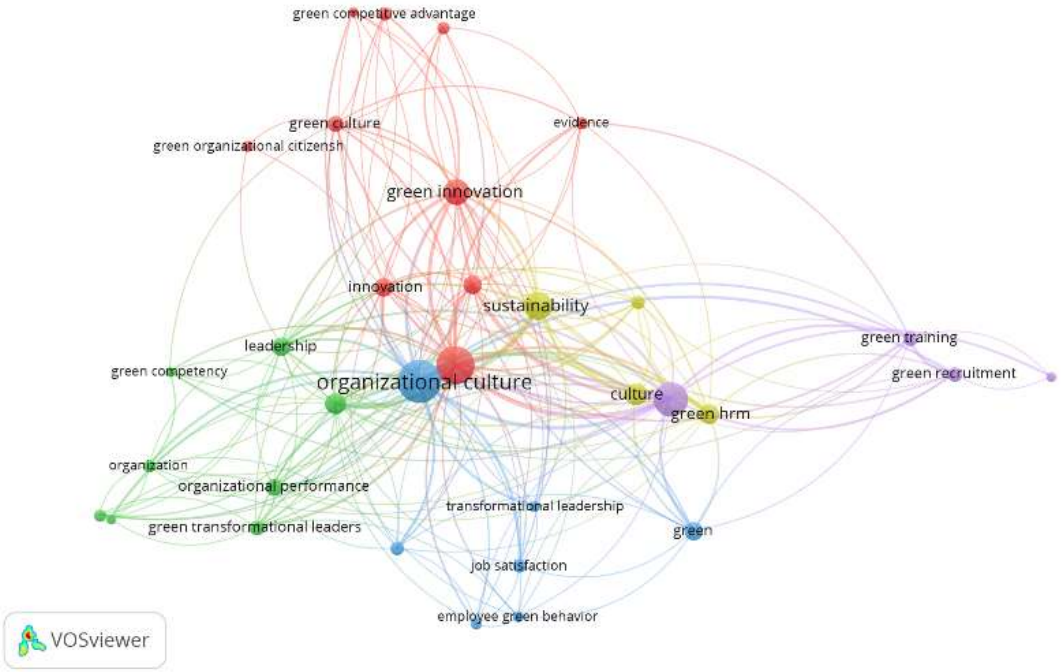

Figure 2. Network Map of the Term Co-Emergence (Network Visualization)

Figure 2 shows a map of the co-emergence network of terms divided into five color clusters. The size of the circle follows how often the term appears, while the line shows the terms discussed in the same document. The term *organizational culture* appears the largest and is in the middle, connected to almost all clusters. Other major terms are *green innovation*, *sustainability*, and *green HRM*.

Each cluster has a different focus. The red cluster contains *green innovation*, *green culture*, and *green competitive advantage*, which are studies that associate culture with innovation and competitive advantage. The blue cluster collects *organizational culture*, *transformational leadership*, *job satisfaction*, and *employee green behavior* that focuses on employee behavior. The green cluster contains *leadership*, *green competence,* and *organizational performance*, while the yellow cluster is centered on *sustainability* and *culture*. The purple cluster contains *green HRM*, *green training*, and *green recruitment*, and is located separately on the right side of the map.

From this map, it can be concluded that green organizational culture acts as a link between green HRM practices, green innovation, and performance. Search for terms in titles and abstracts supports this: GHRM appears in around 88 documents and green

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innovation in 31 documents, while *job satisfaction* is only in 7 documents. This rarely appearing term is on the edge of the map and can be the subject of further research.

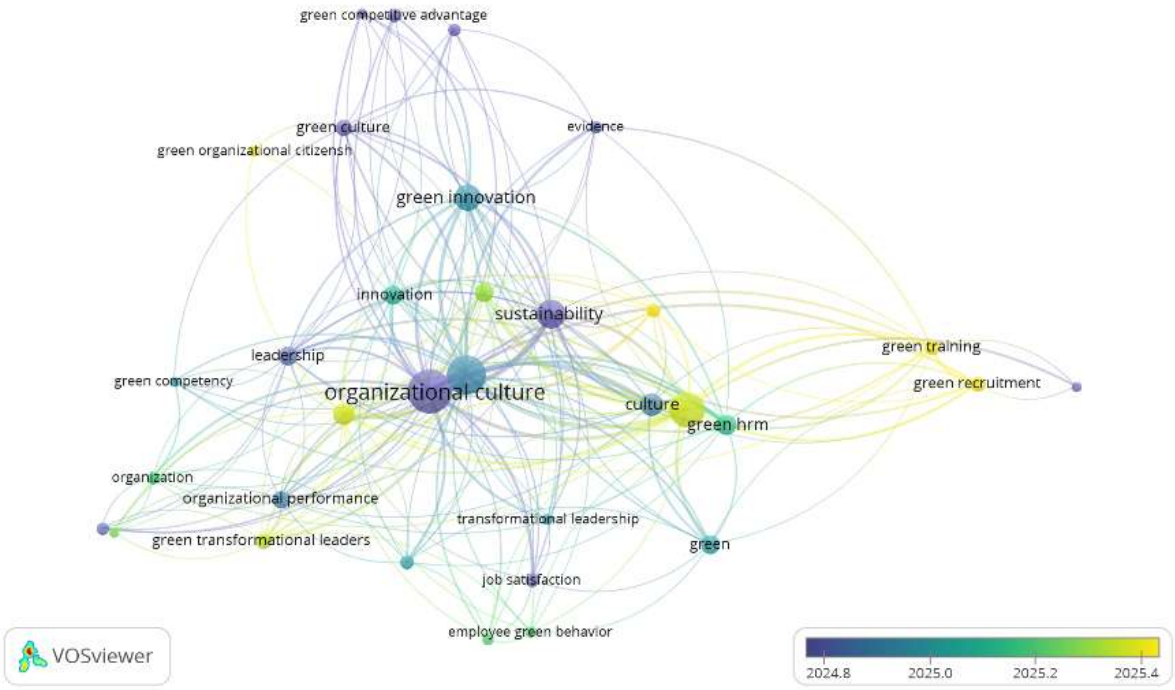

Figure 3. Overlay Map of the Development of Green Organizational Culture Research Theme

Figure 3 shows an overlay map that colors the terms based on the average year the document was issued, from purple-blue (about 2024.8) to yellow (about 2025.4). Purple and blue mean that the term took longer to be researched, while green and yellow mean more recent. Since most documents were published in 2025–2026, the color range is narrow so that the difference is read as a trend, not a large year difference.

Relatively earlier (purple-blue): *sustainability*, *green culture*, *green competitive advantage*, *evidence*, *job satisfaction*, and *organizational culture*. This is a basic theme that has been the focus for a long time. Medium (green-blue): *green innovation*, *innovation*, *organizational performance*, and *green competency*. The most recent (green-yellow): *green training*, *green recruitment*, *green transformational leaders*, *green organizational citizenship*, and *employee green behavior*, as well as nodes around *green HRM*.

Based on the distribution of colors, sustainability, green culture, and green competitive advantage are among the earlier topics, while green training, green recruitment, green transformational leaders, and employee green behavior emerge later.

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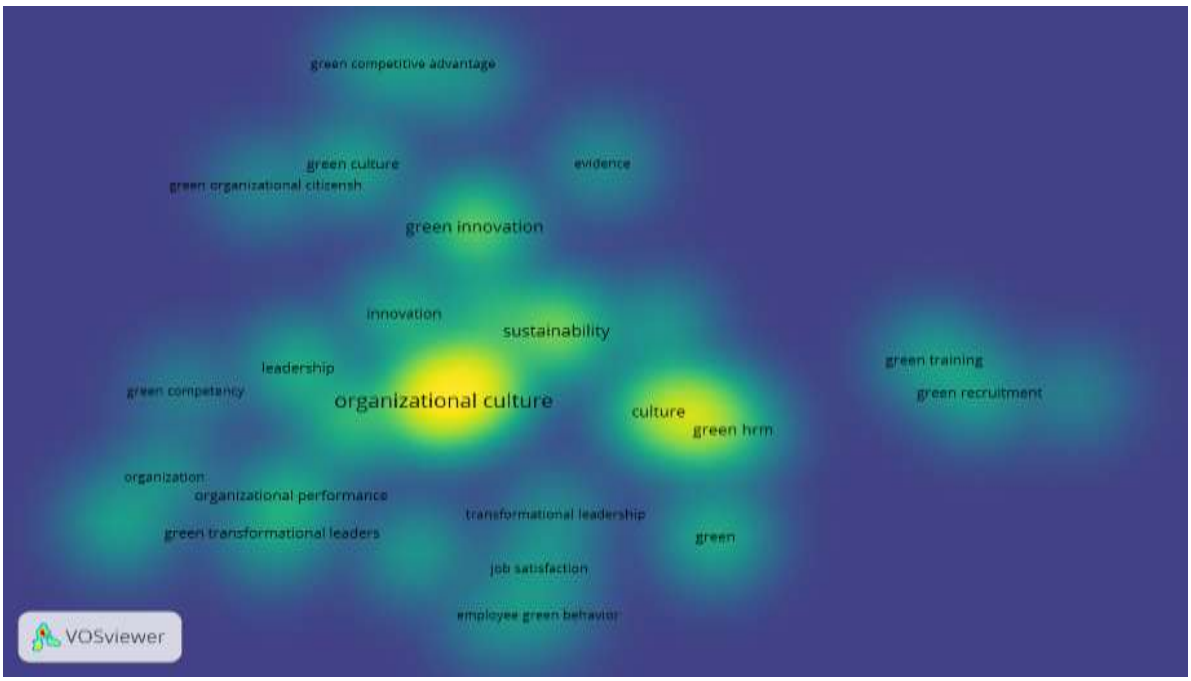

Figure 4. Density Map of Green Organizational Culture Research Terms (Density Visualization)

Figure 4 shows a density map. Yellow indicates a term that appears very often, while a faint blue-green color indicates a term that is rarely researched. The brightest areas are around *organizational culture*, *culture*, and *green HRM*, followed by *sustainability* and *green innovation*. From this image, it can be concluded that the study of green culture is still focused on green culture and HRM. The terms *green competency*, *green organizational citizenship*, *job satisfaction*, *employee green behavior*, and *green competitive advantage* look dim, so they are still open to be associated with green culture in future research.

Table 2. Ten Articles with the Most Citations on Green Organizational Culture

No	Author	Year	Title	Source	Citation
1.	Kustianti & Murwaningsari	2023	The influence of green organizational culture, green supply chain management on company performance	Journal of Financial and Business Accounting	17
2.	Nur & Sri	2024	The Influence of Green Human Resource Management and Green	RIMBA Journal	17

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			Organizational Culture on Employee Green Behavior		
3.	Rosyanti et al.	2023	The effects of green culture and employee motivation on green workplace practice in the food and beverage industry in Indonesia	Journal of Management Applications	15
4.	Indar et al.	2024	Organizational Citizenship Behavior Through Green Organizational Culture and Mediation of Organizational Commitment	Journal of Management of STIE Muhammadiyah Palopo	12
5.	Sugiharto & Alhazami	2023	The Influence of Green Innovation and Green Organizational Culture on Company Performance through Green Competitive Advantage (Case Study on XYZ Coffee Outlet)	Journal of Civil Management and Business	10
6.	Sustrastanti & Rachmawati	2023	The influence of green organizational culture, green intellectual capital on company performance with green innovation as a moderation variable	Trisakti Economic Journal	8
7.	Princess	2024	Investigating the Emergence of Employee Green Behavior Through Green Organizational Culture and Organizational Commitment.	INSAN: Journal of Psychology and Mental Health	7

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8.	Sofiyan et al.	2024	The Effect of GHRM on Environmental Performance Mediated by Green Innovation, Management Support, and Green Organizational Culture on Clothes Convection Employees in Tangerang City	Scientific Journal of Education	6
9.	Surono et al.	2024	Empowering sustainability: the impact of green intellectual capital, green innovation, and green organizational culture on sustainable competitive advantage with green transformational leadership as a moderating factor.	Jurnal Scientia	5
10.	Dewi & Ananda	2024	Green Innovation, Green Intellectual Capital, And Organizational Green Culture On Competitive Advantage: Evidence From High-Profile Sector Companies In Indonesia.	Journal of Economics, Management, Accounting	4

Table 2 contains ten documents with the highest citations among 33 documents whose titles discuss green organizational culture (a total of 120 citations). The highest citations are owned by Kustianti and Murwaningsari (2023) and Nur and Sri (2024) with 17 citations, followed by Rosyanti et al. (2023) with 15 citations. The number of citations of these ten documents ranges from 4 to 17 and the difference is small, so there is not a single document that stands out as the main reference. The ten account for 101 out of 120 citations, or about 84%. All documents were published in 2023-2024, in line with Figure 1: the 2021-2022 documents are still few, while the 2025-2026 documents have not been cited many because they have just been published.

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From the title, the focus of the ten documents can be grouped into three. The first group discusses green culture towards performance or competitive advantage, namely numbers 1, 5, 6, 9, and 10. The second group discusses green culture and employee behavior, namely numbers 2, 3, 4, and 7. The third group places green culture as a mediator of environmental performance, namely number 8. Green innovation appears in five documents and green intellectual capital in three documents, according to the green innovation cluster and employee behavior cluster in Figure 2. The context studied is also diverse, ranging from companies on the IDX, food and beverage industry, coffee outlets, clothing convection, to *high-profile sector companies*, so that the existing evidence is spread across many sectors.

CONCLUSION

This study analyzes the development of *Green Organizational Culture* (GOC) research on 200 Google Scholar documents for the 2021-2026 period with a bibliometric approach. In terms of trends, publications have increased from 3 documents in 2021 to 72 documents in 2025, and 69 documents in 2026 until data is taken on October 5, 2026. Around 70% of documents will be published in 2025-2026, so this topic has only grown rapidly in the last two years.

Of the 33 documents whose titles discuss green culture, the highest citations are owned by Kustianti and Murwaningsari (2023) and Nur and Sri (2024), each with 17 citations. The number of citations is still low and close to each other, with a focus on the relationship between green culture and performance or competitive advantage, employee behavior, and green innovation. The co-emergence map forms five clusters, namely green innovation, culture and behavior, leadership and performance, sustainability, and green HRM, with *organizational culture* as the center that connects these clusters. The direction of the study moves from culture and sustainability as the foundation to green HRM practices, green leadership, and green employee behavior.

The research gaps that can be seen are the lack of clarity of the conditions that make green culture improve performance, the rarity of green culture associated with *green competence*, *green organizational citizenship*, *job satisfaction*, and *employee green behavior*, as well as the limited study of the public sector, MSMEs, tourism, and health. These results can help academics choose research topics and help practitioners understand the direction of green culture studies.

This Research is limited to Google Scholar data with journal filters, so the results dominantly describe Indonesia's national journals, and the 2026 data is incomplete. The next research can use Scopus or Web of Science and complement it with a systematic review of each cluster.

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